The IR Journal

IR Auditors Win Prestigious Resource Management Awards

Volume 4 Issue 2 29 March 1999

RM Audit Awards

Reprinted from RM Magazine, 1st Qtr '99 (page 32)

RM Award for Civilian Auditing (major command and above)

Gregory A. Procopi, an audit supervisor with the Army Europe Internal Review and Compliance Office in Germany, identified over \$5 million in agreed to command monetary benefits from his staff's 37 audit recommendations. He wrought extraordinary productivity from his seven staff auditors through innovative audit manager instructions, continuous training and mentoring and an objective-focused milestone tracking system. His audit work in real property maintenance accounts so impressed the Director of Public Works that he invited Procopi to speak at their annual conference. Through his significant accomplishments, Procopi renewed trust and confidence in the auditing profession and measurably advanced the cause of public stewardship.

RM Award for Civilian Auditing (below major command)

John E. Riley of the Army Materiel Command's Communications and Electronics Command at Fort Monmouth, N.J., serving as the Y2K coordinator for all of AMC, advanced the command a quantum leap toward total compliance. Following methods, guidance and instructions from senior audit agencies, Riley devised a command-wide program for quality-checking all manner of hardware and software everywhere throughout AMC to be sure no computer or program would interpret the Year 2000 as the year 1900. AMC's chief auditor hailed Riley's major role toward getting Internal Review and Audit Compliance into the forefront of Y2K compliance efforts. His single, standard infrastructure audit program ensured command uniformity and greatly assisted AMC business system leaders pursuing complete compliance. (Bold print added - Ed)

IR Symposium Heads for the Desert

The Annual Internal Review Symposium for 1999 will be conducted at the Marriott's Camelback Inn, Scottsdale, Arizona. Co-hosts for this year's event are the Commander, Army Signal Command and the Arizona National Guard. The theme this year will be "Internal Review - Serving The Army After Next." The agenda is in the process of being finalized and registration should take place during the month of April and early May. Invitations have been forwarded to proposed speakers. We will post both the agenda and registration information and forms on the IR web-page as soon as the agenda is in final form.

Attendance this year will be limited to 350 members. Of that number, 25 spaces are allocated to other Defense organizations. We anticipate a 'sell-out' at this year's event so MACOMs will need to closely monitor Published by ASA(FM&C)

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registrations to ensure that they are returned in an expeditious manner. Attendance will be prioritized on a first come - first served basis within the quotas assigned to each command. Other Army officials who wish to attend the symposium should submit a registration package. These individuals will fill unused capacity on a first come - first served basis.

We will also be seeking to identify the number of spouses/family members attending this year. The Camelback Inn can arrange short day trips during the week to a number of sites close by for family members. Also, the government rate of $56.00 + \tan \theta$ will be available for the weekend prior to or immediately following the symposium.

IG, DoD Testifies On Fraud, Waste, Abuse and Mismanagement

On 25 Feb 99, Eleanor Hill, IG, DOD, testified before a House subcommittee on the top 10 vulnerable areas in DOD subject to fraud, waste, abuse, and mismanagement. They included: Y2K, other information technology issues, financial management, weapon system acquisition, other procurement issues, health care, supply inventory management, other infrastructure issues, readiness, and turbulence from change. During her testimony on the last area, she said the following: "Conflicting priorities, downsizing, outsourcing, dependence on new and unproven systems or processes, deemphasis on management controls and oversight, reorganization, sustained requirements growth despite resource constraints, and the continued, unexpectedly intensive, need for frequent US military deployments are putting considerable strain on the Department's human resources. This turbulent period is one of increased vulnerability to waste, fraud, and mismanagement. The Department can best mitigate that increased risk by paying careful attention to the need to improve, not eliminate, internal controls. One of the best ways to do so is to maintain a robust DOD audit and investigative effort."

Her complete testimony can be found in DODIG 99-088 or at $\underline{\text{http://dodig.osd.mil/audit/reports/99-088.pdf}}$.

Dave Barry, "How to Dress for Real Success":

All you have to do to see the accuracy of my thesis is look around you. Look, in particular, at the people who, like you, are making average incomes for doing average jobs--bank vice presidents, insurance salesman, auditors, secretaries of defense--and you'll realize they all dress the same way, essentially the way the mannequins in the Sears menswear department dress. Now look at the real successes, the people who make a lot more money than you--Elton John, Captain Kangaroo, anybody from Saudi Arabia, Big Bird, and so on. They all dress funny--and they all succeed. Are you catching on?

Army Internal Review Supports Hurricane Georges Recovery Effort

by Mr. John Bynre, USACE

Hurricane George was a massive storm that made landfall September 21, 1998 at Puerto Rico. The Federal Emergency Management Agency (FEMA) then tasked the U.S. Army Corps of Engineers with six emergency operations missions. These missions included: providing drinking water; providing ice; providing emergency electrical power; temporary roofing for damaged homes, storm debris removal, and local government technical assistance. The recovery missions were generally complete by January 1999 but some debris removal continued into March. At the peak of the recovery operations USACE had more than 780 people working and a

total of more than 1000 Army civilians and 300 Army, and Army National Guard personnel answered the call to help. Initially the USACE Internal Review support in both Puerto Rico and CONUS was provided by the in-house auditors: Ron Reedy, Laverne Cooper, Walt Lawrence, Carroll Correll, Larry McElroy, Donna Johnson, and John Byrne. Because of the long duration of the recovery operations, an Army-wide request was made for volunteer auditors to augment the USACE staff in the recovery operations at Puerto Rico. An impressive response was received from the Army civilian and military Internal Review community. Frank Slayton and Fred Pourman from TRADOC and SSG Ricardo Rosado from the Army Reserve served seven days a week twelve hours a day over a three month period. Four Defense Contract Audit Agency Auditors (DCAA) who provided contract audit work and quality control oversight augmented IR work. During the recovery operations, 25 quick response and other audit reports were issued. Corrective actions to problems were resolved onsite and then recorded in the written report. This audit approach also generated efficiency improvement recommendations that will benefit the effectiveness of future FEMA/USACE emergency operations.

The IR efforts and staff responsiveness are applauded and greatly appreciated. Even if you did not get to serve, your availability is a great credit to Army IR. USACE IR is now developing lessons learned, reviewing the issued reports and performing a series of closeout audits. For future natural disaster events, USACE is currently working with the Army IR community and DCAA to develop a cadre of auditors that could be quickly called upon for disaster recovery audit assistance on short notice. More information regarding this effort will be forthcoming.

"There is a theory which states that if ever anyone discovers exactly what the Universe is for and why it is here, it will instantly disappear and be replaced by something even more bizarre and inexplicable. There is another theory which states that this has already happened."

- - Douglas Adams

USARC Goes Y2K

Alan Carter, USARC IR

The U.S. Army Reserve Internal Review is engaged in assisting the command in monitoring Y2K progress and in identifying and resolving high risk areas. The audit is being accomplished in phases. The first phase determined if all equipment and systems that are date sensitive were identified. Later audit phases will address audit trails to capture costs, contingency plans, conversion, implementation and validation of systems for Y2K compliance. Call **Mr. Alan Carter** at (314) 592-0442 or email - alan.carter@arpstl-emh2.army.mil for additional information.

"How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and strong. Because someday in your life you will have been all of these."

- - George Washington Carver

What's New Department Saving Report Preparation Time

Submitted by Jeff Van Lieshout Huntington COE IR

I thought the IR community might be interested in a report format that we developed at the Huntington, West Virginia Corps of Engineers IR office. The 'system' allows us to write a report in 45 minutes, yet still contain as much info as a formal USAAA report. To accomplish this feat, we use hyperlinks. For a visual of how this works, you can visit our web site at www.orh.usace.army.mil/ir and scroll down until you see "new report format," or something like that. Our Y2K report is the prototype. We have more to load once we get our scanner. Fast report writing, automatic cross-referencing, full disclosure to the reader and a basis for disseminating audit info/assistance to other IRs. Stay tuned as we perfect this and other goodies we are working on.

Now that's the spirit we love to see! - Ed

Guard Publishes Report Writing Handbook

The National Guard Bureau (NGB) IR Office recently published a "Handbook For Writing Audit Reports." The pamphlet provides helpful guidance on audit report formats for the various types of services performed by the DA Internal Review community. It is intended to help auditors prepare professional quality audit reports. A copy of the handbook was mailed to each Army MACOM. It is also on the NGB website (http://www.wycys.ang.af.mil/ir).

In The APIC Area

The 1999 Baldrige Criteria for Performance Excellence has a new look, and easier-to-use format, which includes a series of questions covering seven key areas: leadership, strategic planning, customer and market focus, information and analysis, human resource focus, process management, and business results. Single copies of the new criteria are available free from the National Institute of Standards and Technology at (301) 975-2036, or by visiting NIST's Web site at www.quality.nist.gov.

''In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit.''

- Albert Schweitzer

AMC's IRAC Does Y2K

Submitted by Mr. Archie Ford, Director, AMC IRAC

The millennium bug has put the U.S. Army Materiel Command's (AMC) Internal Review and Audit Compliance (IRAC) Offices in high gear. The inability of computer systems to deal with the date change to the Year 2000 (Y2K) represents a significant risk to virtually all of our commands. With all of its computerized systems, equipment, research projects, and industrial operations, AMC has genuine concerns over the functionality of its mission assets and ability to continue operations at the change of the century. The potential consequences are serious, and the quest for solutions cannot be postponed.

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Our "high tech" command has established a Y2K Project Office that has a management plan to address the command's Y2K concerns and ensures comprehensive evaluations and reviews of computerized operations and equipment. The Y2K Project Manager, Mrs. Susan Maks, developed the command's management plan. The plan is founded on the principles suggested by the General Accounting Office and adopted by Department of Defense and Department of the Army.

The AMC IRAC office "manages the audit requirements" for the management plan. IRAC handles the liaison requirements for the external auditors and makes internal review audits of some of the systems and equipment, which will not be audited by the external auditors. We also have the statutory requirement to followup on unimplemented audit recommendations.

Our command wide audit of the command's infrastructure demonstrated our ability to work together on a major command issue. **Mr. John Riley**, U.S. Army Communications-Electronics Command (AMC's Auditor of the Year), led the audit which required the command's internal review auditors to do compliance testing of selected infrastructure items. Auditing in this "high tech" arena brought new life to the auditing function. The auditors were enthusiastic, supportive and diligent in completing the assignment. The effort revealed auditor skills such as leadership, team play, technical competency, and professionalism. Our audit results were shared and used to inform other commands of potential issues.

Some of our auditors are currently reviewing the extent of and methodology for Y2K testing. Testing involves reviews of:

- (1) **Test Planning** How extensive is the test planning? Is the basis of test planning adequate?
- (2) **Test Execution** How extensive is the test execution? Is the basis of test execution adequate?
- (3) **Test Documentation** How extensive is the test documentation? Is the basis of test documentation adequate? Is the test documentation standardized? Can the test documentation be readily accessed?
- (4) **Test Environment** How extensive is the test environment? Is the basis of the test environment adequate? Is the use of the test environment standardized? Can the test environment be reused? Was a process followed in using the test environment? and
- (5) **Contingency Planning** How extensive is contingency planning? Is the basis of contingency planning adequate? Is contingency planning standardized? Can the deliverables of contingency planning be reused?

Our involvement with the command's Year 2000 project management is a rewarding assignment for the auditors and IRAC organization. We are working a major issue that not only involves our command, but the entire universe. The pooling of command's auditor talent has enabled the IRAC community to help satisfy the command's need for "audit as part of the Y2K project." What's next? -- Followup!!

"The pendulum of the mind alternates between sense and nonsense, not between right and wrong."

- - Carl Jung

AMC IR Director Masses Troops For Y2K Efforts

The following is a reprint of an E-Mail from Mr. Archie Ford, Director, Internal Review, Army Materiel Command, to subordinate AMC IR Offices.

Here's my position on Internal Review Y2K auditing within AMC. Please share this with your subordinate activities as you determine appropriate.

The inability of computer systems to deal with the date change to the Year 2000 represents a significant risk to virtually all commands. Our internal auditors should help assess the extent to which our commands are prepared to handle the date change. We should be prepared to give information on whether our command will be

Y2K compliant by the deadline, as well as whether any new or converted hardware and software will work effectively. The potential consequences are serious, and the solutions cannot be postponed.

There is no shortage of information about Y2K issues, concerns, and descriptions. In fact there is too much information. There is also no shortage of capable, credible people exclaiming and explaining the Y2K problems. In fact, part of the problem is too much information without a good means to get the basis and scope of the problems explained to command's decision makers in a form they can grasp in order to apply appropriate solutions.

There is a shortage of time for any command that is not already well into the project to apply Y2K solutions. Technical resources are also beginning to be in short supply. An important role for our auditors is to assure the scope of Y2K problems is well understood and effectively addressed within our command. This should include reviewing risk assessments, project plans, and resource requirements for adequacy of scope and rendering an opinion. Our auditors may also review the extent of and methodology for Y2K testing. IRAC auditors should also seek assurances from external auditors and providers of products and services critical to our business operations.

Not every IR auditor will have to become a Y2K expert, but our lead auditors should assure that enough Y2K expertise is available to the command for an adequate appraisal. It is not too late to learn enough about the problem areas to evaluate the solutions underway. I must add that it will not be appropriate for any auditor to report the extent of the problem after it is too late. Such reporting would, in my opinion, serve no meaningful purpose.

I offer the following questionnaire to augment your current plan/program to assess your command's efforts.

Internal Audit Questionnaire

This questionnaire is offered as a sample of the questions that IR auditors should be asking within their own commands to ensure that the conversion work is properly planned and will be carried out correctly within the desired time frame.

Management Awareness

- 1. (a) Have Commanders and other key officials been made aware of the Y2K issues?
- (b) Has management set an organization goal to have the command Y2K compliant before any disruption caused by 2-digit-year data occurs?
 - (c) How has management communicated this goal?
- 2. What actions relating to the Year 2000 have been approved by management?
- 3. What priorities have been established?
- 4. What timetables have been set?
- 5. (a) Has a Y2K project office been set up at your command?
 - (b) Are system users actively involved in the project's progress?
- 6. What Y2K standards have been established for on-going enhancements and future developments?

Business Environment

- 1. When will the command first feel the impact of the Year 2000?
- 2. Have critical completion dates/events been established for key activities and systems?

Resource Requirements

- 1. What estimates have been made of the resources/budgets required to address the Y2K problem?
- 2. Has an assessment been made of the staff and information technology system resources needed to test the changes made for the Year 2000?
- 3. What impact will 1 and 2 have on on-going maintenance and future developments?
- 4. What assessment has been made of any additional hardware capacity requirements?

Information Technology Planning

- 1. What steps have been taken to assess the impact of the Year 2000 on applications?
- 2. Have assessments been made of the following: applications/programs performing date calculations, packaged software (supported and unsupported), end-user developed applications, programs where source code is not available, program languages (supported and unsupported), databases where dates form part of a key field, interfaces to / from third parties?
- 3. What steps have been taken to assess the impact of the year 2000 on operating systems and system software?
- 4. Have assessments been made of the following: operating systems, security systems, database systems, compilers, firmware and other system software.
- 5. Has an inventory been made of all the types of platforms used, including PCs?
- 6. What strategies are being considered for resolving Y2K problems? (change all dates to four digit years, develop program solutions and keep two digit years, big-bang or piecemeal developments, bridge programs, rely on vendors to supply solutions).
- 7. What conversion work has been carried out?

Other

- 1. What steps have been taken to assess the impact on tape/archive management systems where dates such as 9/9/99 or 31/12/99 could have been used to indicate the data should not be deleted?
- 2. What impact will the Year 2000 have on PABX (Private Automatic Branch Exchange) and other communication systems that may be date dependent?
- 3. What impact will the Year 2000 have on electronic security and alarm systems that are date dependent?
- 4. What impact will the Year 2000 have on 'firm systems,' such as environmental (lights, electricity, air conditioning, heating), sprinkler, elevators, etc.

''You can't have everything. Where would you put it?
--

Steven Wright

Management Control Corner

by Mike Petty

Interactive Inventory of Required Management Control Evaluations - Great News!!!!! Peggy Johnson has been working her tail off to add a new capability to help you with the Management Control Process!!! The inventory of Required Management Control Evaluations is now in an interactive format on our homepage. If you haven't visited our homepage yet, you will want to now because you have a place to go to get ALL Army management control evaluation checklists or learn the status of when they will be available. You will no longer need to stop by the library or call us or the HQDA functional proponent. You can get there at www.asafm.army.mil, search for the document, click on the correct title and you will see on your screen an evaluation that can be printed or saved to your system. See the attachment below for instructions for using the new interactive inventory.



Now, what computer capability do you need to use this new inventory? If you are currently accessing our homepage, you will have no problem using the inventory. In other words, you do not need anything additional. However, for those who have never entered the network world, you will need the basic Internet capability. In addition you will need a minimum of a 3.0 or higher version of Netscape or Microsoft Internet Explorer or

equivalent web browser. If all this is Greek to you, check with your local computer guru who should be able to translate this requirement for you. Also, if you don't have this capability maybe this will help you get it.

This interactive inventory is a work in-progress. We apologize that you may find some "typos" and we want to explain why. In collecting these checklists, we used many methods. One that was a bit problematic was "copying" and "pasting" from the other electronic publications' networks. The reason for the problem was that when copying files, you lose the original formats and you have to reinstate those formats. Although we took as much care as possible to reformat the files, you may see a few "typos." If you do find some mistakes and have the time, please send an email so we can correct the problem and improve this product for everyone.



We hope that you enjoy this new capability!! Many of you have tried this already and the response has been very positive. Feel free to send suggestions and comments at any time.

The Army owes Peggy a big thank-you. She took an idea we had and made it happen. Also, there are a couple of folks from USAREUR that assisted her in this task. A special thanks to **Sandra Phillips** (MCA) and **Steve Enstrom**, who helped both Peggy and Sandra design and maintain the USAREUR MCP homepages. Also, a big thanks-you to **Ms. Patty Hoskin**, our web master. She maintains our homepage and suffers through all the things we throw at her. She loves a challenge (which we provide) and always give us a top performance.

Assessable Unit Manager (AUM) Updates - We have received very few changes in Assessable Unit Managers (AUMs) this fiscal year. This is O.K. if few organizations are changing. Just a reminder - that your AUM updates are due us by October 1, of each fiscal year. Also as a reminder, AUMs must be at least a Colonel/GS - 15 in rank/grade. The exception to this policy is at Army Garrisons, where grades are lower, the AUM can be a senior functional Chief (i.e., DOL, DPCA, or DRM). If your new AUMs do not meet the minimum rank/grade requirement, please send us a request for waiver.

USDA Management Control Training Courses - Again this year we are offering both the one-day course for managers and the two-day course for Management Control Administrators. The rules of engagement for each course follow:

ARMY MANAGEMENT CONTROL PROCESS COURSE

COURSE DESCRIPTION: This eight-hour seminar will cover the statutory and regulatory requirements of the Army's management control process, the underlying Army philosophy on management controls, the major elements of the Army's process and the basic responsibilities of key players in that process.

LOCATION: On-site

NUMBER OF STUDENTS: Up to 30

TUITION: \$2,200 + travel expenses

USDA CONTACT: Ms. Karen Pressley

(202) 314-3551 or (800) 326-7813 karen_pressley@grad.usda.gov

ARMY MANAGEMENT CONTROL ADMINISTRATORS COURSE

COURSE DESCRIPTION: The purpose of this two-day course is to provide Army Management Control Administrators with the comprehensive training necessary for them to perform their job. This training includes

developing a Management Control Plan, conducting effective management control evaluations, identifying material weaknesses and establishing plans to correct them, and preparing annual statements of assurance.

COURSE SCHEDULE/LOCATION:

April 13-14, 1999 Washington, DC
April 15-16, 1999 Atlanta, GA
June 16-17, 1999 Kansas City, MO
June 21-22, 1999 Newport New, VA
July 26-27, 1999 Washington, DC

August 25-26, 1999 Scottsdale, AZ (in conjunction with our annual training symposium)

November 1-2, 1999 San Antonio, TX November 3-4, 1999 Orlando, FL

TUITION: \$250.00 per student

USDA CONTACT: Ms. Karen Pressley

(202) 314-3551 or (800) 326-7813 karen_pressley@grad.usda.gov

FY 1999 Management Control Administrators Training Symposium - We will be holding our session in conjunction with the IR Symposium this year. We will be casting our eyes west - to the Marriott Camelback Inn, Scottsdale, Arizona. Besides the location change, the symposium will be conducted during the summer months. The dates are Aug 23 - 27, 1999. Our session is planned for August 27. We are also running the USDA MCA in conjunction with our symposium August 25-26, 1999. I'm in negotiations with the Camelback now for the exact location and cost. Unfortunately, it looks like we may have to charge a minimal registration fee (between \$5 and \$10) to cover the cost of meeting room. Our attendance is limited to 100. Each MACOM and Field Operating Agency can bring up to 4 attendees and each HQDA staff agency can bring up to 3. The past two years I've had to referee internal bickering about the number of attendees from some organizations. I'm not going to do that this year. If I get calls from personnel within your organizations for seats, I'm referring them to you. In other words, **YOU** make the decisions on who attends. Please let me know the names, addresses, phone numbers and e-mail addresses of your attendees by July 9, 1999.

"Let us not look back in anger, nor forward in fear, but around in awareness."

- - James Thurber

Your Internal Review Steering Group Met in January 1999

The IR Steering Group met 25 through 28 January 1999 just outside of Wilmington, NC. Monday, 25 January 1999, was used to cover old and new business issues. Old Business included a briefing on the DoDIG Peer Review results (2 Findings) and the proposed agenda for the 1999 IR Symposium. The IRSG suggested Symposium attendees wear casual business attire due to the August heat in Arizona. New business included a recommendation to have a quarterly IR Chiefs Luncheon in the Washington, D.C. area - possibly at the Pentagon's Executive Dining Room. The luncheon would be publicized so all outlying IR chiefs would have an opportunity to attend, if in the area. The IRSG also recommended that a new Performance Measures PAT be chartered to revise metrics as necessary. Also, the group thought the IR community would benefit from corporate level membership in

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the Institute of Internal Auditors' GAIN Program - an industry-wide benchmarking system. Finally, the IRSG suggested that, because of the timing of the next three IR Symposiums, the IR Awards Program should cover the period 1 June through 31 May. Finally, the IRSG will review the IIA Code of Ethics and plans to adopt it in total or develop its own code at the next meeting.

Tuesday through Thursday was used to develop a new strategic vision and plan for Army IR. By close of business on Thursday, the IRSG had put together a new draft plan. It's presented as an attachment to this edition of *The IR Journal*. We hope to have it posted onto the IR Home Page during April.

Don't forget, if you have ideas you'd like to have considered by the IRSG, please e-mail them to this office (barnhrw@hqda.army.mil) or to a member of the IR Steering Group. Your Steering Group members are:

Mr. John Templeton - USACE Mr. Archie Ford - AMC Mr. Walt Morrison - NGB
Mr. Bill Whanger - USAREUR Mr. Frank Bono - USAR Mr. Bob Barnhart - SAFM-FOI

Mr. Rohm Thompson - MEDCOM Mr. Dennis Joe - FORSCOM Mr. Frank Slayton - TRADOC

Mr. Fred Carballo - USARPAC Mr. Bill Check - CFSC

Mr. Bill O'Hare - ASC - At Large Mr. Ted Wendell - USMA - At Large

Ms. Barbara Adcox - XVIII Airborne Corps & Fort Bragg -At Large

"Anyone who says businessmen deal in facts, not fiction, has never read old five-year projections."

- - Malcom Forbes

True or False?

In keeping with the season, we have a question this quarter involving the game of baseball. The fact that Abner Doubleday, Cooperstown, New York, invented the game of baseball has become a real piece of the American culture. But is it true or false?

(Answer on Page 18)

"Half this game is ninety percent mental."

-- Former Philadelphia Phillies manager Danny Ozark

The Training Corner

By Ms. Michelle Doyle

Please note the following changes to the 1999 Training Schedule:

- Audit Process Basic Course scheduled for 13-24 Sep 99 has been rescheduled for 17-28 May 99. Course will be held in St Louis, MO.
- Advanced Communications Course scheduled for 26-29 April has been rescheduled for 24-28 May. Course will be held in St Louis, MO.

Some people pay a compliment as if they expected a receipt.

-- Kin Hubbard

Training Opportunity

The 90th Reserve Support Command (RSC), North Little Rock, Arkansas, will be hosting a one day IR training workshop Friday, 9 April 1999. Tentative plans call for training in Quick Response Auditing, Consulting and Advisory Engagements, Benefits, Liaison and Follow-up, and Management Controls. The workshop is open to all internal auditors. If interested, please contact the IR office at the 90th RSC at (501) 771-8920/8923, or E-mail at wallacew@usarc-emh2.army.mil.

"I argue very well. Ask any of my remaining friends. I can win an argument on any topic, against any opponent. People know this, and steer clear of me at parties. Often, as a sign of their great respect, they don't even invite me."

-- Dave Barry

A Message From The USARC Chaplain

LEARNING

I've learned that you cannot make someone love you.

All you can do is be someone who can be loved. The rest is up to them.

I've learned that no matter how much I care, some people just don't care back.

I've learned that it takes years to build up trust, and only seconds to destroy it.

I've learned that it's not what you have in your life but whom you have in your life that counts.

I've learned that you can get by on charm for about fifteen minutes.

After that, you'd better know something.

I've learned that you shouldn't compare yourself to the best others can do.

I've learned that you can do something in an instant that will give you heartache for life.

I've learned that it's taking me a long time to become the person I want to be.

I've learned that you should always leave loved ones with loving words.

It may be the last time you see them.

I've learned that you can keep going long after you can' t.

I've learned that we are responsible for what we do, no matter how we feel.

I've learned that either you control your attitude or it controls you.

I've learned that regardless of how hot and steamy a relationship is at first, the passion fades and there had better be something else to take its place.

I've learned that heroes are the people who do what has to be done when it needs to be done, regardless of the consequences.

I've learned that money is a lousy way of keeping score.

I've learned that my best friend and I can do anything or nothing and have the best time.

I've learned that sometimes the people you expect to kick you when you're down will be the ones to help you get back up.

I've learned that sometimes when I'm angry I have the right to be angry, but that doesn't give me the right to be cruel.

I've learned that just because someone does not love you the way you want him or her to, it does not mean they don't love you with all they have.

I've learned that maturity has more to do with what types of experiences you've had and what you've learned from them and less to do with how many birthdays you've celebrated.

I've learned that you should never tell a child their dreams are unlikely or outlandish.

Few things are more humiliating, and what a tragedy it would be if they believed it.

I've learned that your family won't always be there for you.

It may seem funny, but people you aren't related to can take care of you and love you and teach you to trust people again. Families aren't biological.

I've learned that no matter how good a friend is, they're going to hurt you every once in a while and you must forgive them for that.

I've learned that it isn't always enough to be forgiven by others. Sometimes you have to learn to forgive yourself.

I've learned that no matter how bad your heart is broken the world doesn't stop for your grief.

I've learned that our background and circumstances may have influenced who we are, but we are responsible for who we become.

I've learned that just because two people argue, it doesn't mean they don't love each other. And just because they don't argue, it doesn't mean they do.

I've learned that we don't have to change friends if we understand that friends change.

I've learned that you shouldn't be so eager to find out a secret. It could change your life forever.

I've learned that two people can look at the exact same thing and see something totally different.

I've learned that no matter how you try to protect your children, they will eventually get hurt and you will hurt in the process.

I've learned that in a matter of hours your life can be changed by people who do not know you.

I've learned that even when you think you have no more to give, when a friend cries out to you, you will find the strength to help.

I've learned that credentials on the wall do not make you a decent human being.

I've learned that the people you care about most in life are taken from you too soon.

I've learned that it's hard to determine where to draw the line between being nice and not hurting people's feelings and standing up for what you believe.

I've learned that as I continue to live I will continue to learn.

"We're going to turn this team around 360 degrees."

-Jason Kidd, upon his drafting to the Dallas Mavericks

In Touch

by Frank Bono, USARC

Member, International Committee on Government Relations, Institute of Internal Auditors

On Internal Auditors

IIA has published a brochure entitled "It's All in a Day's Work." It details the day-to-day roles of a professional internal auditor. It can be used to 'market' who modern internal auditors are, what they do, and how they benefit their organizations. Contact the IIA Customer Service Center at email custserv@theiia.org; or 1-407-830-7600, ext. 1.

On White Collar Crime

White-collar crime costs U.S. organizations more than \$400 billion each year, about \$9 a day per employee. "Internal auditors are very involved in the detection and deterrence of fraud and corruption," said William G. Bishop III, president of The IIA. The IIA and ACFE announced on 1 Feb 99 a strategic alliance that will better prepare their members and customers to fight these crimes. According to Mr. Bishop, "Having access to the expertise and resources of ACFE will be an important benefit to our members. In turn, ACFE will be able to offer their members more products and services in such areas as internal control, corporate governance, risk

management, and information technology - topics on which The IIA is the foremost leader." ARE YOU A MEMBER OF IIA OR ACFE?

On The Human Element

The following is an excerpt from OPM's report "Managing for Y2K in the Federal Workforce: The Human Element:" "The Y2K staff may be different from the employees that the manager is accustomed to supervising. Many come from the computer programming community, a subculture that values intelligence, adaptability, education, and the capacity for creative problem solving. They derive deep personal satisfaction from their work, and are personally affected by failure. They have strong loyalty to their profession, not only to the organization where they are currently working." We in the Army IR community need to be like the "Y2K staff."

Recommended reading:

"Making the Most of Internal Audits," Quality Digest, Feb 99

"Auditors and Clients: Too Close for Comfort," Business Week/Feb 22, 1999

"Polishing Your Image as a Leader," Beyond Computing, Jan/Feb 99

"From Customer Satisfaction to Customer Loyalty," Beyond Computing, Jan/Feb 99

"Financial Management Reform - Noble Intentions, Audit Challenges," Armed Forces Comptroller, Winter 1998

"Partnership Auditing - A Fine Line," IIA's [AUDIT]Wire, Jan/Feb 99

"Internal Audit, Changing Attitudes at Cargill, Inc.," CFO, Jan 99

IR Roundup

Awards -

- Mr. John E. Riley, Army Materiel Command's Communications and Electronics Command, Fort Monmouth, N.J., received the Resource Management Award for Civilian Auditor below the MACOM level. See article on page 16.
- Mr. Gregory A. Procopi, audit supervisor with the Army Europe Internal Review and Compliance
 Office in Germany was named the Resource Management Award winner for Civilian Auditor at the
 MACOM or above level. See article on page 16.
- The **NGB AUDITOR OF THE YEAR** award has gone to **Mr. Joe Briggs**, Supervisory Auditor, Idaho National Guard. Let's hear it for Joe!
- NGB AUDITOR OF EXCELLENCE This award has been bestowed on Mr. Jerry Egge,
 Auditor, Wyoming National Guard and Mr. Richard Morgese, Supervisory Auditor, New Mexico
 National Guard, for their outstanding contributions to the NG Internal Review community.
- Mrs. Linda Malec and Mrs. Deborah McCormack, SBCCOM, each received an exceptional performance rating and performance award.

Promotions –

- Congratulations to **Ms. Marva Tolson** and **Mr. Eugene Blink** of the USAR IR&MCP Office, stationed at AR-PERSCOM in St. Louis, MO on their promotions to GS-12.
- Mr. Ernest "Butch" Lutz of ODCSOPS Internal Review has been selected for promotion to Colonel
 in the U.S. Army Reserve. He is assigned to the Middle East Division, Strategic Plans Directorate,
 The Joint Staff.

 The National Guard Bureau has identified a number of new supervisory auditors. Congratulations are extended to:

- **Mr. John Wise**, Pennsylvania NG, promoted to Supervisory Auditor.
- Mr. Charles Discher, Jr., Georgia NG, promoted to Supervisory Auditor.
- **Mr. Daniel Ducey**, Illinois NG, hired as the new Supervisory Auditor.
- **Ms. Suzanne Orr**, Iowa NG, promoted to Supervisory Auditor.
- Ms. Schelley Amey, Virgin Islands NG, promoted to Supervisory Auditor.

Hail/Farewell -

- Headquarters, U.S. Army, Europe, and Seventh Army (USAREUR), Internal Review and Audit Compliance Office, Heidelberg, Germany welcomes two new personnel:
 - **Mr. Stephen J. Diotte** transferred to USAREUR IRACO from the Environmental Protection Agency, Washington, DC effective 28 Feb 99. Steve is no stranger to the USAREUR IR community. He served as Chief, IRACO, Seventh Army Medical Command from 1989 to 1992. Welcome back to Germany and good luck in your new position.
 - **Mr. Michael S. Kreger** transferred to USAREUR IRACO from the Air Force Audit Agency, Peterson AFB, Colorodo, effective 7 Mar 99. We welcome him to the Army Internal Review community and wish him good luck in his new position in Germany.
- FORSCOM IR would like to welcome their new staff IR auditor, Ms. Romona Norman to the team.
- West Virginia NG IR welcomes **Mr. Daniel Jones**, **Jr.**, as an auditor.
- Mr. Sal Gambone, a member of the IR community for some time, has joined NGB-IR as an auditor.
- Internal Review Office, USARJ/9th TAACOM welcomes Mr. Tomoyoshi Yakata to the staff, effective 1 Dec 98.
- USAREUR IRACO bids farewell to the following staff members and wishes each of them much luck and success in all their future endeavors:
 - **Mr. John Rodriguez**, Senior Auditor, retired effective 2 Jan 99, and moved to Las Vegas, Nevada. We suspect he will soon be running his own casino.
 - **Ms. Dorothy Roberts**, Senior Auditor, accepted a position with the Air Force Audit Agency, Los Angeles, CA.
 - **Mr. Larry Milstead**, Senior Auditor, accepted a promotion to GS-13 with the Small Business Administration in Washington, DC.
 - Mr. Don Wells, Senior Auditor, accepted a position with Internal Review at Ft. Bragg, NC.
 - **Ms. Kelly Garland**, Senior Auditor, exercised her reemployment rights and returned to DODIG in Washington, DC.
- LTC Larry Freauff, NGB-IR, is retiring from military service during the month of April, 1999. LTC Freauff was responsible for NGB auditor training. He will be missed.
- Mr. Derrick Miller and Mr. Yves Mayard, IRACO at Seventh Army Training Command and 100th Area Support Group in Grafenwoehr, were both selected to attend the Army Comptrollership Program Class of 2000 at Syracuse University. Mr Miller will have an associated reemployment assignment with the US Army Audit Agency in the National Capital Region, and Mr. Mayard's follow-on assignment will be the US Army Corps of Engineers Finance Center in Millington, Tennessee. The command proudly recommended them for the program. Yves and Derrick were committed to Army values and IRACO goals. This helped us to get extraordinary things done within the organization, and helped them to develop their own careers as future managers. (The Grafenwoehr IRACO provides a framework for excellence and growth with "state of the art" computer equipment in a very pleasant working environment.) Thank you Yves and Derrick for performing in an outstanding manner! Congratulations on your selection to the Army Comptrollership Program.

 Mr. Thomas T. Kawachika transferred to DCSRM, USARJ/9thTAACOM from the Internal Review Office, USARJ/9th TAACOM effective 1 Oct 98.

 Mr. Ronald J. Tanaka transferred to IG, USARJ/9thTAACOM from the Internal Review Office, USARJ/9th TAACOM effective 1 Oct 98.

Vacancies -

Headquarters, U.S. Army, Europe, and Seventh Army (HQ USAREUR/7A) IRACO is currently recruiting for two GS-0511-12 auditors. Candidates who are interested in a lateral transfer may apply directly to IRACO. Interested candidates should forward their appropriate SF-171, or DA Form 2302, along with a copy of their most recent SF-50, and Senior System Evaluation Report to:

HQ USAREUR/7A IRACO; ATTN: AEAGX-IA (Mr. Whanger) Unit 29351 APO AE 09014

For additional information, please contact Bill Whanger via E-mail at: whanger@cmdgrp.hqusareur.army.mil.

• The 100th Area Support Group in Grafenwoehr, Germany is currently recruiting for two GS-12 auditor positions that will be vacant by 07 and 23 May, respectively. Selected candidates can chose a start date anytime between now and June 1999. Recruitment will be made via ACCES, however, candidates interested in a lateral transfer may apply directly to the IRACO. Candidates should forward their appropriate resume, SF-171, or DA Form 2302, along with a copy of their most recent SF-50, and Senior System Civilian Evaluation Report to:

HQ, 7ATC and 100 ASG IRACO; ATTN: Mr. Dorovich UNIT 28130 APO AE 09114

Mr. Dorovich, Chief, IRACO, invites your inquiries, and will be pleased to answer any questions that you may have. Do not hesitate to contact him by email at dorovicj@hq.7atc.army.mil (or telephone at DSN 475-8383, or commercial at 011-49-9641-83-8383).

• The 22nd Area Support Group (ASG), a subordinate command of U.S. Army, Europe, located at Vicenza, Italy, is currently recruiting for a GS-0511-12 auditor to serve as Chief, IRACO. Candidates interested in a lateral transfer may apply directly to the 22nd ASG by forwarding a resume, SF-171, or DA Form 2302, along with a copy of their most recent SF-50 and Senior System Civilian Evaluation Report to:

HQ, 22nd Area Support Command ATTN: DCO Unit 31201, Box 80 APO AE 09630

Personals -

• Mr. Ernest Adkins, former Chief, Internal Review for the Ohio National Guard, passed away on 7 March 1999, after battling cancer. Ernie will be missed within the Army's IR community. He was instrumental in developing the IR Marketing Guide and presented countless training classes for both DA and NGB. He is survived by his wife, Candy, 183 Hawthorne Blvd, Delaware, Ohio 43015. She has requested that in lieu of flowers, donations be sent to: The Grant/Riverside Hospice, 3595 Olentangy River Road, Columbus, Ohio 43214.

If quitters never win, and winners never quit, what fool came up with, "Quit while you're ahead"?

--Unknown

Double duty: 100th ASG auditors earn rare opportunity

Reprinted Article by Susan Walden, Training Times, 16 March 1999

In a profession where there is no room for approximations or lucky guesses, the odds of what happened in Jim Dorovich's office were extraordinary.

Two auditors from the 100th Area Support Group Internal Review Audit Compliance Office have been selected to attend the Army Comptrollership Program at Syracuse University. Out of four nominations in U.S. Army Europe, Derrick Miller and Yves Mayard were selected to attend the university where they will earn a master's degree in business administration, plus receive additional credit hours in the specialized program.

"It's highly unusual that two employees would be picked from the same office," said Dorovich, chief of the office, which acts as the 100^{th} ASG commander's auditor, making sure offices are in financial and operational compliance with Department of Defense and Army laws and regulations. "It says a lot about these two outstanding men, this office and the 100^{th} Area Support Group."

The ACP is noted in the comptroller field as a unique and prestigious opportunity for a small, hand-selected group to catapult their career and to provide DoD with the best managers. Many of the most senior comptrollers within the Army, Defense Finance and Accounting Service and the Office of the Secretary of Defense are graduates of the ACP, according to Dorovich. There are 25-30 participants in each ACP class.

"This program grooms us for the fast track within the Department of Defense," said Miller, who will be an audit team leader in Ft. Belvoir for the Army Audit Agency after completing the degree.

"I'm very proud to be selected for this program and to be singled out," said Miller, who's worked for the government for nine years and is also a certified public accountant.

Miller and Mayard will attend Syracuse University at the same time beginning this summer. "It's a super program and a fantastic chance to work on my career development," said Mayard, who will be an accountant for the Corps of Engineers Finance Center in Millington, Tenn., after graduation.

Mayard and Miller say they anticipate being in school together and going back to campus life. "I'm really looking forward to not wearing a suit for a while," said Miller.

Real World Training

MAJ April McNellis

The USAR Internal Review and Management Control Process (IR&MCP) Office recently participated in the USARC Mobilization Command Post Exercise (MOB CPX) #1-99. The exercise took place 8-12 Dec 98. The purpose of the MOB CPX was to provide the USARC staff a training opportunity for refining and maximizing its ability to resolve issues during all phases of the mobilization process.

The 4-day, 24 hour per day exercise provided an exceptional training opportunity for the USARC and for the IR&MCP Office. Prior to the exercise, subject experts prepared implementers (potential situations) designed to achieve USARC directorate level training objectives. During the exercise, Crisis Action Team (CAT) members from each staff section responded to the implementers by coordinating with the USARC OPS Center (UOC) and getting input from directorate backup staff members. Observer Controllers (O/Cs) from each staff section played the role of coach and mentor and evaluated CAT members' response to the implementers.

The USAR IR&MCP Office took on an active role and provided an O/C and 3 CAT members. Some of the implementers prepared for the USAR IR&MCP Office dealt with identifying USAR audit assets for mobilization, requesting audit support at Mob sites, assisting the IG on inspections of IMPAC cards, reviewing equipment and computer accountability, and reviewing family care plans. Civilian and military IR&MCP CAT members experienced real world training and learned that complete and effective staff coordination is a critical element of

the decision making process in solving the implementers. The exercise also stimulated "out of the box" thinking for other USARC staff sections. Some of the USARC staff acquired a better understanding for other staff sections' missions. The result was increased visibility for the USAR IR&MCP Office and the services it provides and a valuable training experience for the IR&MCP personnel involved.

Why do they put pictures of criminals up in the Post Office? What are we supposed to do . . . write to these men? Why don't they just put their pictures on the postage stamps so the mailmen could look for them while they delivered the mail?

-- Unknown

True or False?

(Answer from Page 2)

We say False - See what you think!

"That Abner Doubleday invented baseball at Cooperstown, New York, in 1839, is so firmly enshrined in the American consciousness as to amount to an article of faith, an attack upon which verges on heresy. Yet this is far from historical fact; it was, rather, simply arbitrarily decided by a commission appointed by the president of a sporting-goods company, A. G. Spalding, and composed of three persons, each president at various times of the National League (one of them, Morgan G. Bulkeley, was later to be United States senator from Connecticut); an ex-Big League player who was connected with another sporting-goods firm; another ex-player, also head of a sporting-goods firm; the president of the Amateur Athletic Union; and a (then) senator Arthur Gorman of Maryland. None of them had any qualifications as researchers or historians.

The commission determined, in 1908, that baseball is an American game owing nothing to "foreign" origins - indeed, many are convinced that reaching such a conclusion was the reason for its creation. Yet there are many references to baseball prior to 1839, including one in, of all places, a Jane Austen novel (*Northhanger Abbey*, written about 1798), whose heroine prefers both cricket and "baseball" to books.

Whether or not the game Jane Austen and many others refer to as "baseball" long before Doubleday was actually or even nearly the same as the American game is, of course, the crucial point. That there certainly was an English game very nearly identical even to baseball as played today is obvious from a description of "Rounders" in *The Boys Own Book*, first published in London in 1828.

"Rounders" was played on a diamond with a base at each corner; the batter stood beside the fourth corner and could run when he hit the ball over or across the diamond; any other hit was a foul. If the batter missed the ball three times, or if he batted a fly which was caught, he was out. Running around the bases after a successful hit counted one point just as is true today. The only important difference between Rounders (which was probably also referred to as "baseball" in Jane Austen country) and the game Abner Doubleday certainly played, whether or not he "invented" it, is that in Rounders a fielded grounder could be thrown at the batter, who was out if hit by it. Such a rule would, of course, be unthinkable today - one shudders to think of the consequences - in either Big or Little League play. But within the memory of many, and perhaps still true in areas, if any, where Little Leagues have yet to penetrate, such a "rule" sometimes applies in the sandlots, particularly when because of limited space or resources a softer ball than regulation is used.

Important as this difference is, Rounders and American baseball would seem to resemble each other more than American football and the Rugby from which no one denies it sprang.

None of the above information, incidentally, is particularly esoteric; most standard reference works (the *Encyclopedia Britannica*, for example) include it as a matter of course. A recent book (Harold Peterson's *The Man Who Invented Baseball*, 1973) sets out to prove that Alexander Cartwright is the "real" father of baseball. And he may well have been, though there are still other candidates.

An interesting footnote to all of this is that the commission's own report (its notes, affadavits, etc., were unfortunately lost in a fire) includes a statement by one Abner Graves, an old man who testified that Doubleday's

game as Graves learned it in Cooperstown included the provision that the runner could be put out if a fielder hit him with the ball. As the *Britannica* points out, this would lead one to suspect that Doubleday could scarcely, as claimed, have laid out the baseball diamond in its present dimensions; any ball hard enough to be knocked out of today's infield would surely be too dangerous a missile if thrown directly at a runner.

The founding of the Baseball Hall of Fame at Cooperstown in 1939 has, of course, tended to establish and maintain the Doubleday story as gospel. Or-and the word does not seem too strong-the Doubleday myth."

Sources: The Dictionary of Misinformation; by Tom Burnam, copyright 1975

PUZZLES WE'VE SEEN

Decipher the hidden meaning in this set of letters -

REVIRDTAES

Answer to December's Puzzle - **No U Turn**

The Next Edition of The IR Journal

Our next edition of *The IR Journal* will be published during June 1999. Articles and information for the June edition should be received on or before 31 May 1999. Input should be forwarded via e-mail whenever possible. Also, please use New Times Roman, 10 pt text.

The IR Journal

is an unofficial newsletter for the Army Internal Review community published by the Office of the Deputy Assistant Secretary of the Army (Financial Operations). Its objective is to keep readers informed of issues that may affect or have affected the Army's Internal Review Program, the internal audit profession or auditing in the Federal government. *The IR Journal* will not be used to announce new or revised Army policy. It will however, often discuss new or changed policies subsequent to official announcement.

The editorial staff would like to hear your comments or ideas on improving *The IR Journal*. We would also ask you to submit articles, questions, good news, lessons learned, innovative audit techniques employed, recommendations for training, or letters to the editor.

We ask DA Staff and MACOM Internal Review offices to provide us with information on promotions, awards, new assignments, births, marriages, etc. This is **your** publication, so please help us serve you better.

Please feel free to contact our editorial staff, **Bob Barnhart** and **Michelle Doyle**, at any time. They can be reached at DSN 225-2909, COMM (703) 695-2909/7693; FAX - DSN 223-1028, COMM (703) 693-1028; or e-mail BARNHRW@hqda.army.mil or DOYLEM@hqda.army.mil. Comments or questions pertaining to the Management Control Page can be directed to **Mike Petty** at DSN: 225-3225; COMM (703) 695-3225; or e-mail PETTYTM @hqda.army.mil. Mike's FAX number is the same as shown above. *The IR Journal* is available and downloadable from the Internal Review Homepage at http://www.asafm.army.mil - (click on Internal Review).